

August 2004

**Curriculum Vitae**

**JAMES R. BARKER**

James R. Barker is Professor of Organizational Theory and Strategy in the Department of Management at the U.S. Air Force Academy. Professor Barker also serves as the Chair of the Academy's Institutional Review Board and President of its Faculty Forum. His research interests include the development of organizational control systems and the consequences of innovation and restructuring on organizational systems and practices. Dr. Barker's honors include the 1993 "Outstanding Publication of the Year in Organizational Behavior" award from the Academy of Management and the 1999 "Scholarly Contribution" award from Administrative Science Quarterly. His publications include articles in Administrative Science Quarterly, Communication Monographs, Information and Management, and The Journal of Occupational and Organizational Psychology. Professor Barker is a former U.S. Army officer and member of the graduate faculty at the University of New Mexico and at Marquette University. In addition, he has worked as an operations manager for a large transportation company. He has also served as a consultant for manufacturing and service industries and for government organizations.

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**TEACHING INTERESTS**

Organizational theory in relation to control systems, teamwork, participation programs, culture, strategy, marketing, information systems, and new technologies  
Critical thinking and problem solving  
Critical organizational analysis  
Contemporary rhetorical and critical social theory  
Research methods

**RESEARCH INTERESTS**

Analysis of organizational systems and cultures  
Control in contemporary organizations  
Consequences of organizational innovation and change  
Internal organizational strategy  
Structure of knowledge-based organizations  
Applications of contemporary critical and rhetorical theory to organizations  
Qualitative research methods with supplemental applications of quantitative methods

## EDUCATIONAL RECORD

Ph.D., 1993, University of Colorado, Boulder, Colorado.

M.A., 1982, Purdue University, West Lafayette, Indiana.

B.A., 1980, University of Central Arkansas, Conway, Arkansas.

## ACADEMIC EMPLOYMENT

Professor, Department of Management, U.S. Air Force Academy (June 2002-present)

Chair, USAFA Institutional Review Board (June 2003-present)

Director of Research (June 1998-December 2003)

Associate Professor (June 1999 – June 2002)

Assistant Professor (June 1997 – June 1999)

Visiting Professor, Department of Strategy and Leadership, Waikato Management School

University of Waikato, Hamilton New Zealand (January 2004-June 2004)

Assistant Professor, Department of Communication and Journalism, University of New Mexico  
(August 1994-June 1997).

Assistant Professor, College of Communication, Marquette University (August 1993-June 1994).

Graduate Part-Time Instructor and Journal Assistant Editor, Department of Communication,  
University of Colorado (August 1989-August 1993).

## PROFESSIONAL AWARDS AND HONORS

President, United States Air Force Academy Faculty Forum, 2004-2005. Elected head of the Academy's senior faculty assembly.

Keynote Speaker, 7<sup>th</sup> International Conference on Team Working, Monash University Prato Centre, Prato, Italy, October 2003.

Winner, James R. Woody Teaching Excellence Award, 2003, Department of Management, US Air Force Academy.

Distinguished Professor Lecture, **Distinguished Professor Series 2003**. College of Business, University of Colorado, Boulder.

Special Guest Lecturer, **Guest Lecturer Series**, 2002, Waikato University, Hamilton, New Zealand.

Distinguished Faculty Mentor, National Communication Association Doctoral Honors Seminar, University of Texas at Austin, 2001.

Featured Theorist, Communication Theories: Perspectives, Processes, and Contexts by Katherine Miller, McGraw Hill, 2001.

Distinguished Professor Lecture, **Distinguished Professor Series 2000**. College of Business, University of Colorado, Boulder.

Administrative Science Quarterly Scholarly Contribution Award, 1999, recognizing scholarly impact on Organizational Theory and Behavior research for the period 1993-1998.

Special Guest Lecturer, **Organisational and Labour Studies Seminar Series**, 1999, University of Western Australia, Perth, Australia.

Article "Tightening the Iron Cage: Concertive Control and Self-Managing Teams" selected for inclusion in Qualitative Studies of Organizations, 1998, John Van Maanen (Ed.) (pp. 126-158). Newbury Park, CA: Sage. The article is one of thirteen selections included in this volume, which reprints the most significant and influential qualitative articles published by Administrative Science Quarterly in the last 40 years.

Guest Lecturer, **Fall Lecture Series 1997**, Sloan School of Management, Massachusetts Institute of Technology

**Laboratory Leadership Forum Lecturer**, 1996, Los Alamos National Laboratory.

Outstanding Publication of the Year, 1993, awarded by the Organizational Behavior Division of the Academy of Management for my article "Tightening the Iron Cage" published in Administrative Science Quarterly.

Outstanding Student Paper, Southern Speech Communication Convention, 1981.

## **GRANTS AND FUNDED RESEARCH PROJECTS**

James R. Barker, Principal Investigator. "Assessing Teamwork Practice in Peak Performing Organizations." Dean of the Faculty Research Fund, U. S, Air Force Academy, May, 2002, \$798.

James R. Barker, Principal Investigator. "Creating an Ideal Participative Environment for Teamwork." Dean of the Faculty Research Fund, U.S. Air Force Academy, July 1999, \$1,267.

James R. Barker, Principal Investigator, Everett M. Rogers and Karyn Scott, Co-Principal Investigators. "Organizational Communication within the Gas Operations Division of Public Service New Mexico." Public Service Company of New Mexico, May 1996 - April 1997, \$37,000.

James R. Barker, Principal Investigator, Estelle Zannes and Janice E. Schuetz, Co-Principal Investigators. "Research and Development of Communication Messages and Practices for the Nuclear Weapons Diversification and Industrial Partnerships Program." Los Alamos National Laboratory, October 1995 - September 1996, \$75,600.

James R. Barker, Principal Investigator. "Development and Analysis of Research Methods for the Sandia National Laboratories' *Prosperity Games* Program." Sandia National Laboratories, October 1995 - September 1996, \$10,000.

James R. Barker, Principal Investigator. "Developmental Grant to Establish Research Programs at the Los Alamos National Laboratory." Vice-Provost for Research, University of New Mexico, July 1995, \$5,000.

James R. Barker, Principal Investigator. "Control Practices among Self-Managing Teams." Center for Communication Research Grant Award, College of Communication, Marquette University, January 1994 - May 1994, \$500.

James R. Barker, Principal Investigator, "Ethnographic Research on Organizational Change and Innovation." Dean's Small Grant Award, Dean of Graduate Studies, The University of Colorado, January 1990 - December 1990, \$350.

## **SCHOLARLY ACTIVITIES**

### **RESEARCH**

### **PUBLICATIONS**

#### **Books**

James R. Barker, The Discipline of Teamwork: Participation and Concertive Control. Newbury Park, CA: Sage (July 1999).

Elaine V. B. Tompkins, James R. Barker, and Maryanne Wanca-Thibault, Communication Interaction: Practical Guide for Effective Observational, Analytical, and Presentational Skills. Dubuque, IA: Kendall Hunt, (1995).

#### **Articles in Journals**

Graham Sewell and James R. Barker, "Toward a Genealogy of Organizational Surveillance: An Ironical Perspective on Radical and Liberal Discursive Formations." Conditionally accepted for Academy of Management Review.

Earl H. McKinney, James R. Barker, Daryl Smith, and Kevin J. Davis, "Values, Communication Context, and Quick Start Teams," Information and Management, (in press).

Brett Wright, James R. Barker, John Cordery, and Brian Maue, "The Ideal Participative State: A Prelude to Team Effectiveness," Journal of Business and Management, Volume 9, Number 2 (July, 2003), pp. 171-188.

Graham Sewell and James R. Barker, "Neither Good, nor Bad, but Dangerous: Surveillance as an Ethical Paradox," Ethics and Information Technology, Volume 3, (December, 2001), pp. 183-196.

James R. Barker, "An Open Invitational," Responsorial Essay, Tamara, The Journal of Critical Postmodern Organization Science, Volume 1, Number 1, (January, 2001), pp. 25-27.

Brett Wright and James R. Barker, "Assessing Concertive Control in the Team Environment," The Journal of Occupational and Organizational Psychology, Volume 73, Number 3 (June 2000), pp. 345-362.

James R. Barker and Phillip K. Tompkins, "Identification in the Self-Managing Organization: Characteristics of Target and Tenure." Human Communication Research, Volume 21, Number 2 (December 1994), pp. 223-240.

James R. Barker and George Cheney, "The Concept and the Practices of Discipline in Contemporary Organizational Life." Communication Monographs, Volume 61, Number 1 (March 1994), pp. 19-43.

James R. Barker, Craig W. Melville, and Michael Pacanowsky, "Self-Directed Work Teams at XEL: Changes in Communication Practices during a Program of Cultural Transformation," Journal of Applied Communication Research, Volume 21, Number 4 (November 1993), pp. 297-312.

James R. Barker, "Tightening the Iron Cage: Concertive Control in Self-Managing Teams." Administrative Science Quarterly, Volume 38, Number 3 (September 1993), pp. 408-437.

## **Articles in Annuals**

James R. Barker and Kathy Domenici, "Mediation Practices for Knowledge-Based Teams." In Michael Beyerlein, Douglas A. Johnson, and Susan T. Beyerlein (Eds.), Advances in Interdisciplinary Studies of Work Teams V: Product Development Teams (pp. 171-202). New York: JAI Press, (2000).

James R. Barker, "Communal-Rational Authority, Control, and Self-Managing Teams: Implications for Leadership." In Michael Beyerlein, Douglas A. Johnson, and Susan T. Beyerlein (Eds.), Advances in Interdisciplinary Studies of Work Teams III: Team Leadership (pp. 105-126). New York: JAI Press, (1996).

### **Journal Forums**

James R. Barker, "Introduction to Forum: 'Teaching Business Ethically,'" Management Communication Quarterly, Volume 17, Number 1 (August 2003, pp. 126-127).

James R. Barker, "Introduction to Forum: 'Ties that Bind,'" Management Communication Quarterly, Volume 17, Number 2 (November 2003, pp. 269-271).

James R. Barker, "Introduction to Forum: 'Rock and Roll Entrepreneurship,'" Management Communication Quarterly, Volume 17, Number 3 (February 2004, pp. 449-451).

James R. Barker, "Introduction and Afterword to Forum: 'Scholars on the Spiritual Journey,'" Management Communication Quarterly, Volume 17, Number 4 (May 2004, pp. 586-588, 628-631).

James R. Barker, "Introduction to Forum: 'Waking Steward Clegg,'" Management Communication Quarterly, Volume 18, Number 1 (August 2004, pp. 94-96).

James R. Barker, "Introduction to Forum: 'Graduation Day,'" Management Communication Quarterly, Volume 18, Number 2 (November 2004, in press).

### **Book Chapters**

Graham Sewell and James R. Barker, "Weberian Thought and the Analysis of Work." To appear in Social Theory at Work. Edited by Marek Korczynski, Randy Hodson, and Paul Edwards, Oxford University Press, due in 2005.

James R. Barker and Kathy L. Domenici, "Praticas de Mediacao para Equipes Baseadas em Conhecimento." In Dora Fried Schnitman and Stephen Littlejohn (Eds.), Novos Paradigmas em Mediacao (pp. 329-357). Porto Alegre, Brasil: Artmed Editora (1999).

J. Pace VanDevender and James R. Barker, "Leadership and Decision Processing in Twenty-First Century Technical Organizations." In Jerry Hunt, George E. Dodge, and Leonard

Wong (Eds.), Out-of-the-Box Leadership: Transforming the 21<sup>st</sup> Century Army and other Top-Performing Organizations (pp. 91-107). New York: JAI Press (1999).

James R. Barker, "Managing Identification." In David Whetten and Paul C. Godfrey (Eds.), Identity in Organizations: Building Theory through Conversations (pp. 257-267). Newbury Park, CA: Sage, (1998).

James R. Barker, "Disciplining a Teammate: Control on Self-Managing Teams." In Beverly Davenport Sypher, (Ed.), Case Studies in Organizational Communication (2nd Ed.) (pp. 97-109). New York: Guilford Press, (1997).

## **Book Reviews**

James R. Barker, review of John Logue and Jacquelyn Yates' The Real World of Employee Ownership. American Journal of Sociology (Volume 108, Number 5, March 2003, pp. 1122-1123).

James R. Barker, review of Patrick Flood, Sarah MacCurtain, and Michael West's Effective Top Management Teams. Journal of Organizational Change Management (Volume 15, Number 6, November 2002; pages 650-652).

James R. Barker, review of James Tucker's The Therapeutic Corporation. American Journal of Sociology (Volume 106, Number 2, September 2000; pages 531-533).

James R. Barker, review of Tom Dixon's Communication, Organization, and Performance. Administrative Science Quarterly (June, 1999; pp. 436-439).

## **Other Publications**

Earl H. McKinney, James R. Barker, and Kevin J. Davis, "Values, Communication Context, and Quick Starting Teams," Proceedings of the American Society of Business and Behavioral Sciences Seventh Annual Meeting, Las Vegas, NV, February 2000.

Earl H. McKinney and James R. Barker, "Communication, Values, and Quickstart Teams," Proceedings the Tenth International Symposium on Aviation Psychology, Columbus, OH, May 1999.

James R. Barker, "How Teams Discipline Members," Proceedings of the 1995 International Conference on Work Teams. Denton, TX: Center for the Study of Work Teams, University of North Texas (April 1996).

Elaine V. B. Tompkins, James R. Barker, and Maryanne Wanca-Thibault, Interaction Skills and Analysis: Workbook. Dubuque, IA: Kendall Hunt (1992).

James R. Barker, "A Company Commander's Guide For Conducting Tank Platoon After Action Reviews," Armor Magazine, September 1987.

## **Reprints and Translations**

"Tightening the Iron Cage: Concertive Control and Self-Managing Teams" in Qualitative Studies of Organizations, John Van Maanen (Ed.) (pp. 126-158). Newbury Park, CA: Sage. (1998).

"Mediation Practices for Knowledge-Based Teams" in Mediation: Perspectives, Skills, Domains. Porta Alegre, Brazil: Artas Medicas Press (1999), translated into Spanish and Portuguese.

## **CONTRIBUTIONS TO PROFESSIONAL MEETINGS**

### **Paper Presentations**

James R. Barker, "A Rhetoric of Control." Critical Management Studies Interest Group, annual meeting of the Academy of Management, Seattle, August 2003.

James R. Barker, "Organizational Studies Scholars in Academia, Advocacy, and Activism." Panel Chair and Facilitator, Transforming Organizations through Research, Theory, and Practice Conference, Aspen, CO, July 2003.

James R. Barker, "Who's Minding the Store: Managerial Discourse and Corporate Social Responsibility." Keynote Conversation Panelist, annual meeting of the National Communication Association, New Orleans, November, 2002.

Earl H. McKinney, James R. Barker, Daryl Smith, and Kevin J. Davis, "Values, Communication Context, and Quick Start Teams." Shared Interest Track, annual meeting of the Academy of Management, Denver, August 2002.

James R. Barker and Graham Sewell, "'Here's Looking at You:' Surveillance as a Trope for Organizational Domination." Social Issues in Management Division, annual meeting of the Academy of Management, Denver, August 2002.

James R. Barker, "An Attitude Toward Organization." Organizational Communication Division, annual meeting of the Western Communication Association, Long Beach, March, 2002.



Earl McKinney, James R. Barker, Daryl Smith, and Kevin J. Davis, "Getting Swift Starting Teams off the Ground: What Airline Flight Crews can Tell Us." Organizational Behavior Division, annual meeting of the Academy of Management, Washington DC, August 2001.

James R. Barker, "Writing Critical Ethnography," invited paper presented at the Critical Management Studies Workshop, annual meeting of the Academy of Management, Toronto, August 2000.

Brett M. Wright, James R. Barker, and John L. Cordery, "The Ideal Participative State: A Prelude to Work Group Effectiveness," paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, New Orleans, April 2000.

Earl H. McKinney, James R. Barker, and Kevin J. Davis, "Strangers on the Flight Deck," presented at the annual meeting of the Western Academy of Management, Honolulu, April 2000.

Earl H. McKinney, James R. Barker, and Kevin J. Davis, "Values, Communication Context, and Quick Starting Teams," presented at the annual meeting of the American Society of Business and Behavioral Sciences, Las Vegas, February 2000.

Earl H. McKinney and James R. Barker, "Communication, Values, and Quickstart Teams," paper presented at the Tenth International Symposium on Aviation Psychology, Columbus, OH, May 1999.

James R. Barker, "The Scholarship of Phil Tompkins: 1989 to the Present," invited paper presented at the annual meeting of the National Communication Association, New York, November 1998.

Brett Wright and James R. Barker, "Assessing Concertive Control in the Team Environment" paper presented at the annual meeting of the Academy of Management, San Diego, August 1998.

James R. Barker, "Using Critical Theory to Improve Organizational Life," paper presented at the Critical Studies Workshop, Academy of Management, San Diego, August 1998.

James R. Barker, "Critical Perspectives on Trends in Work Organizations," panel response presented at the annual meeting of the Academy of Management, San Diego, August 1998.

Brett Wright (Sydney Water Corporation) and James R. Barker, "Concertive Control: The Development and Validation of a Measurement Scale," paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Dallas, April 1998.

James R. Barker, "Writing from the Non-Participant Observer Point of View," paper presented at the annual meeting of the Western States Communication Association, Denver,

February 1998).

James R. Barker and Kathy Domenici, "A Team-Based System of Conflict Mediation," paper presented at the annual meeting of the National Communication Association, Chicago, November 1997.

James R. Barker, "How Leaders Model and Articulate Values," paper presented at the annual meeting of the National Communication Association, Chicago, November 1997.

James R. Barker, "Identification in Practice," showcase symposium presentation at the annual meeting of the Academy of Management, Boston, August 1997.

James R. Barker and Kathy Domenici, "Mediation Practices for Knowledge-Based Teams," paper presented at the Fifth Annual Symposium on Work Teams, Dallas, May 1997.

James. R. Barker, "Identification and Control," invited paper and participant in the Identity III Conference sponsored by the Marriott School of Management, Brigham Young University, Sundance, UT, September 1996.

J. Pace VanDevender and James R. Barker, "Adapting to Information Processing Requirements in Twenty-First Century Organizations: An Analysis of Leader Decision-Making Modes in Complex Technical Organizations," paper presented at the Leadership Challenges of the 21st Century Army Symposium sponsored by the Army Research Institute and the Army Training and Doctrine Command, Chicago, March 1996.

James R. Barker, "Leadership in the Unobtrusive Organization: Issues and Implications," paper presented at the annual meeting of the Speech Communication Association, San Antonio, November 1995.

James R. Barker, "The Rhetorical Motives of Organizational Culture: Motives of Control, Identification, and Demarcation," paper presented at the annual meeting of the Speech Communication Association, San Antonio, November 1995.

James R. Barker, "How Teams Discipline Members," paper presented at the 1995 International Conference on Work Teams, Dallas, September 1995.

James R. Barker, "Researching Teams in Contemporary Organizations," response paper presented at the annual meeting of the Academy of Management, Vancouver, August 1995.

James R. Barker, "Communal-Rational Authority as the Basis of Leadership on Self-Managing Teams," paper presented at the Third Annual Symposium on Work Teams, Dallas, May 1995.

James R. Barker, "Negotiating Opposing Goals: How do we do it?" response paper presented at the annual meeting of the Western Speech Communication Association, Portland, February 1995.

James R. Barker, "The Discursive Character of Organizational Control: Integrating Culture, Discourse, and Control Activity," paper presented at the annual meeting of the Speech Communication Association, New Orleans, November 1994.

James R. Barker, "Current Research in Organizations and Its Relationship to Teaching Critical Thinking," panel response paper presented at the annual meeting of the Western States Speech Communication Association, San Jose, February 1994.

James R. Barker and Phillip K. Tompkins, "Organizations, Teams, Control, and Identification," paper presented at the annual meeting of the Speech Communication Association, Miami, November 1993.

James R. Barker, "New Theories and Directions in Organizational Communication," panel response paper presented at the annual meeting of the Colorado Speech Communication Association, Greeley April 1993.

James R. Barker, "Forms of Authority in the Ideological Organization," paper presented at the annual meeting of the Western States Speech Communication Association, Albuquerque, February 1993.

James R. Barker and Robert Krizek, "Organizational Communication, Culture, and Ethnography II: A Graduate Student Panel," panel presented at the Western States Speech Communication Association, Albuquerque, February 1993.

James R. Barker and George Cheney, "The Concept and the Practices of Discipline in Contemporary Organizational Life," paper presented at the annual meeting of the Speech Communication Association, Chicago, November 1992.

James R. Barker and Phillip K. Tompkins, "Organizations, Teams, Control and Identification," invited paper presented at the University of Helsinki, Helsinki, Finland, October 1992.

James R. Barker, "Emerging Perspectives in Organizational Communication: A Graduate Student Panel," panel conducted at the annual meeting of the Colorado Speech Communication Association, Denver, April 1992.

James R. Barker, "Current Directions in Examining Communication and Culture: Graduate Student Applications," panel conducted at the annual meeting of the Colorado Speech Communication Association, Denver, April 1992.

James R. Barker, "The Team Makes the Rules: Control in the Self-Directed Work Culture," invited paper presented at the annual meeting of the Western Speech Communication Association, February 1992.

Robert Krizek and James R. Barker, "Organizational Communication, Culture, and Ethnography: A Graduate Student Panel," panel conducted at the annual meeting of the Western Speech Communication Association, February 1992.

James R. Barker, Craig W. Melville, and Michael Pacanowsky, "Self-Directed Work Teams at XEL: Changes in Communication Practices during a Program of Cultural Transformation," paper presented at the annual meeting of the Speech Communication Association, Atlanta, November 1991.

James R. Barker, "A Structuralist and Deconstructionist Analysis of a Corporate Vision Statement," paper presented at the annual meeting of the Colorado Speech Communication Association, April 1991.

James R. Barker, "A Case Study of Organizational Consultation," invited paper presented at the annual meeting of the Western Speech Communication Association, February 1991.

James R. Barker, "Van Dijk and Kintsch's Model of Discourse Comprehension: An Integrative-Oriented Analysis and Extension," paper presented at the annual meeting of the Speech Communication Association, Chicago, November 1990.

James R. Barker, "Pragmatic Meaning, Pragmatic Effect, and Socially Constructed Reality," paper presented at the annual meeting of the Colorado Speech Communication Association, April 1990.

James R. Barker, "Can Cooperation Survive an Intrusion of Competition?" paper presented at the annual meeting of the Colorado Speech Communication Association, April 1990.

Timothy Edgar, James R. Barker, Steven Jensen, and Carol Moreland, "Self-Disclosure Patterns, Loneliness, and Health Symptoms: A Study in Interpersonal Interaction," paper presented at the annual meeting of the Speech Communication Association, Louisville, November 1982.

James R. Barker, "Ronald Reagan's Attack on Big Government: Evolution of a Theme," paper presented at the Central States Speech Association/Southern States Communication Association Fall Conference on Rhetoric and Public Address, October 1981.

James R. Barker, "Public Radio Stations at Arkansas' Educational Institutions: Do They Serve Their Purpose?" paper presented at the annual meeting of the Southern Speech Communication Association, April 1981.

## **WORK IN PROGRESS**

### **Papers Under Journal Review**

James R. Barker, “Studying New Work Organizations from a Rhetorical-Critical Perspective” under revision for Electronic Journal of Radical Organization Theory.

Earl McKinney, James R. Barker, Daryl Smith, and Kevin J. Davis, “Swift starting teams get off the ground: What airline flight crews can tell us about communication” under revision for Management Communication Quarterly.

James R. Barker, “Theorizing control into the future: How ought we to proceed” under revision for Organization.

### **Papers Under Development**

Hans R. Hilgermann, James R. Barker, and Brian Maue, “Communication Satisfaction, Goal Setting, Job Satisfaction, Concertive Control, and Effectiveness in Self-Managing Teams.”

James R. Barker and Ed Vos, “Postmodern Organizational Ethics.”

### **Current Research Projects**

Development of a values management model with Chuck Yoos, Fort Lewis College, and Jess Bertini, University of Colorado.

Ethical assessments of surveillance practices with Graham Sewell, University of Melbourne.

Modeling entrepreneurial teams with Leon Schjoedt, University of Colorado, and Kurt Heppard, USAFA.

## UNIVERSITY TEACHING SUMMARY

### United States Air Force Academy (1997-Present)

Course	Title	Sections Taught
MGT 210	Introduction to Management	7
MGT 375	Principles of Marketing	12
MGT 391	Management Information Systems	3
MGT 446	Organizational Theory	12
MGT 498	International Management	12

### Waikato Management School, Waikato University, Hamilton New Zealand (January-June 2004)

Course	Title	Sections Taught
STRM 555	Contemporary Organizational and Strategic Theory (Graduate Level)	1
HRMG 341	Managerial Behavior	1

### University of New Mexico (1994-1997)

Course	Title	Sections Taught
C&J 240	Organizational Communication	4
C&J 344	Interviewing Practices	4
C&J 441	Advanced Organizational Communication	3
C7J 443	Special Topics in Organizational Studies	2
C&J 501	Introduction to Graduate Research (Graduate Level)	1
C&J 544	Current Trends in Organizational Communication Theory (Graduate Level)	4
C&J 638	Qualitative Research Methods (Graduate Level)	1

### Marquette University (1993-1994)

Course	Title	Sections Taught
CORS 010	Introduction to Communication Studies	1
CORS 052	Small Group Communication	1
CORS 078	Interviewing Practices	1
CORS 132	Organizational Communication	1
CORS 135	Organizational Training and Development	1

CORS 136	Managerial Communication	1
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### **University of Colorado (1989-1993)**

<b>Course</b>	<b>Title</b>	<b>Sections Taught</b>
COMM 1000	Interaction Analysis	5
COMM 2150	Small Group Communication	7
COMM 2240	Organizational Communication	2

### **Purdue University (1980-1982)**

<b>Course</b>	<b>Title</b>	<b>Sections Taught</b>
COM 114	Introduction to Communication	6
COM 114	Interviewing Practices	5

### **DOCTORAL COMMITTEE WORK – ADJUNCT COMMITTEE MEMBER OR THESIS/DISSERTATION READER**

Univeristy of Melbourne  
 University of New Mexico  
 University of Maine  
 Purdue University  
 University of Colorado  
 University of Western Australia  
 Colorado Technical University

## PROFESSIONAL AND SCHOLARLY SERVICE

### JOURNAL EDITORIAL WORK

#### Forum and Book Review Editor

Management Communication Quarterly (2002 – present)

#### Associate Editor

Western Journal of Communication (1996-1999)

#### Editorial Board

Administrative Science Quarterly (1996-1999)

Infrastructure (1998-present)

Journal of Organizational Change Management (2001 – present)

Qualitative Research in Accounting and Management (2003 – present)

Management Communication Quarterly (2000 – 2002)

Tamara: The Journal of Critical Postmodern Organization Science (2000-present)

#### Ad-Hoc Reviewer

Academy of Management Review (1999)

Administrative Science Quarterly (1994; 1995; 2000; 2003)

American Journal of Sociology (2003)

Communication Monographs (1994)

Communication Studies (1997)

Communication Theory (1999)

Culture and Organization (2003)

Human Communication Research (1996)

International Journal of Organizational Analysis (1994; 1996)

IEEE Transactions on Professional Communication (1997; 1998; 1999; 2001)

Industrial Relations (1999; 2001)

Journal of Applied Communication Research (1996)

Journal of Contemporary Ethnography (1991; 1994)

Journal of Management Inquiry (2000; 2002; 2003)

Journal of Management Studies (1994; 1995; 1996; 2003)

Journal of Organizational Change Management (1998; 2000)

Journal of Organizational Behavior (2001)

Management Communication Quarterly (1994; 1995; 1996; 1997; 1998; 1999)

Organization (2000; 2002, 2003)



Organization Science (1995)  
Western Journal of Communication (1995, 2000, 2001)

### **Special Edition Reviewer**

Communication Theory (1999)  
Academy of Management Review (1998; reviewed for two special editions).  
Administrative Science Quarterly (1996)  
Handbook of Organizational Communication (1996)

### **Editorial Assistant**

Communication Theory (1992-1993)

## **BOOK AND BOOK SERIES EDITORIAL WORK**

### **Associate Editor, Book Series**

Collaborative Work Systems, Jossey-Bass (2002-present)

### **Text Book Reviewer**

Wadsworth Publishing Company (1996, 1997, 1998, 2004)  
Houghton Mifflin Publishing Company (2001)

## **Lectures**

“Theorizing the Future of Control.” Guest Lecture Series, Department of Strategy and Leadership, Waikato University, Hamilton, New Zealand, May 2004.

“Getting Swift Starting Action Teams off the Ground.” Guest Lecture Series, Department of Management, University of Auckland, Auckland, New Zealand, June 2004.

“Getting Swift Starting Action Teams off the Ground.” Guest Lecture Series, Department of Management, University of Melbourne, Melbourne, Australia, May 2004.

“Getting Swift Starting Action Teams off the Ground.” Guest Lecture Series, Department of Management, Massey University, Palmerston North, New Zealand, May 2004.

“An Ironical Perspective on Surveillance.” Guest Lecture Series, Department of Strategy and Leadership, Waikato University, Hamilton, New Zealand, May 2004.

“Toward a Philosophy of Teamwork.” Keynote Address, 7<sup>th</sup> International Conference on Team Working, Monash University Prato Centre, Prato, Italy, October 2003.

“The Ultimate Values of Entrepreneurship,” Distinguished Professor Series, College of Business, University of Colorado, Boulder, CO, January 2003.

“A Rhetorical Attitude Toward Studying Organizations.” Guest Lecture Series, Department of Strategy and Leadership, Waikato University, Hamilton, New Zealand, May 2002.

“The Discipline and Discourse of Teamwork.” Guest Lecture Series, Department of Strategy and Leadership, Waikato University, Hamilton, New Zealand, May 2002.

“The Future of Control in Organizational Studies,” Department of Communication, University of Colorado, Boulder, CO, April 2002.

“Organizational Culture at the Edge of Chaos,” College of Business, Organizational Theory Seminar, University of Colorado, Boulder, CO, October 2000.

“The Discipline of Teamwork,” College of Business, Colorado State University, Fort Collins, CO, October 2000.

“Modeling Entrepreneurial Teams,” Distinguished Professor Series, College of Business, University of Colorado, Boulder, CO, March 2000.

“Core Values: Why? How?” National Association of Purchasing Managers – Fox Valley, Green Bay, WI, February 2000.

“Leadership and Teamwork.” Department of Management, University of Colorado – Boulder, Boulder, CO, October 1999.

“The Social Consequences of Participation.” Department of Organisational and Labour Studies, University of Western Australia, Perth, July 1999.

“Collaborating for High Performance.” Third Annual Conference on High Performance Organizations, Consortium for High Performance, University of Colorado, Colorado Springs, CO, November 1998.

“The Tyranny of Teams: How It Happens, Why It Happens, and What We Ought to do about It.” Fall Lecture Series, Sloan School of Management, Massachusetts Institute of Technology, Cambridge, MA, October 1997.

“The Changing Requirements for Leadership in the Team-Based Organization.” Laboratory Leadership Forum Lecture. Los Alamos National Laboratory, New Mexico, July, 1996.

## **Colloquium Presentations**

Department of Communication, University of Colorado, Boulder, October, 1999.

Department of Behavioral Sciences and Leadership, U.S. Air Force Academy, October, 1997.

Department of Management, College of Business and Economics, New Mexico State University, October 1996.

Department of Management and Marketing, College of Commerce and Business Administration, University of Alabama, May 1996.

Educational Administration Program, University of New Mexico, February 1995.

Sociology Department, University of New Mexico, January 1995.

Communication Department, University of Wisconsin, Milwaukee, April 1994.

### **Workshops and Consultations**

“Using Qualitative Methods.” Undergraduate Student Workshop, Department of Management, University of Melbourne, Melbourne, Australia, May 2004

“Studying Teamwork Ethnographically.” Graduate Student Workshop, Department of Management, University of Melbourne, Melbourne, Australia, May 2004.

“Studying Teamwork Ethnographically.” Graduate Student Workshop, Department of Management, Massey University, Palmerston North, New Zealand, May 2004.

“Strategic Planning,” Aerospace Command and Control, and Intelligence, Surveillance, and Reconnaissance Center, Langley Air Force Base, VA, January 2002.

“Marketing Planning,” Air Force Research Laboratories, USAF Academy, CO, January 2002.

“Strategic Planning,” Developing Aerospace Leaders Program Office, USAF Academy, CO, March 2000, with follow-up consultations.

“Collaboration and Communication.” United States Olympic Committee, Colorado Springs, CO, October 1999.

“Utilizing Dynamic Teams” (with Christy A. Strbiak). Institute of Management Accountants, Rocky Mountain Regional Council, USAF Academy, CO, February 1999.

“Mentoring and Team Building.” Leadership Development Initiative, College of Education, University of New Mexico, Albuquerque, NM, October 1996.

## **Other Professional Contributions**

Local Host Committee, Academy of Management Annual Convention, 2002.

Selection Committee, Administrative Science Quarterly, Scholarly Contribution Award, 2000.

Research Methods in Critical Studies Session Organizer (with Dvora Yanow). Critical Management Studies Workshop, Academy of Management Convention, 2000.

Program Committee Member, Critical Management Studies Workshop, Academy of Management Convention, 1998, 1999, 2000, 2001, 2002, 2003.

Participant (selected), Mid-Career Faculty Workshop, Organizational Behavior Division, Academy of Management, 1999.

Participant and Graduate Student Mentor, Doctoral Student Program, Critical Management Studies Workshop. Academy of Management, 1998, 1999, 2000, 2001.

Paper Reviewer, Organizational Communication Division, International Communication Association, 1996, 1997.

Participant (selected), Junior Faculty Consortium. Organizational Theory and Organizational Behavior Divisions, Academy of Management, 1997.

Paper Reviewer, International Conference on Work Teams, 1996, 1997, 1999, 2000, 2001, 2002.

Program Committee Member, Organizational Behavior and Organizational Theory Divisions, Academy of Management, 1995, 1996, 1997.

Paper Reviewer, Organizational Management and Theory Division, Academy of Management, 2002, 2003.

Paper Reviewer, Social Issues in Management Division, Academy of Management, 2002, 2003.

## **MEMBERSHIP IN PROFESSIONAL ASSOCIATIONS**

Academy of Management

Western Communication Association

Sigma Beta Delta

## **INSTITUTIONAL SERVICE**

### **U.S. Air Force Academy**

Chair, U. S. Air Force Academy Institutional Review Board (2003-2006)  
 Faculty Forum Member; Executive Board (2002-2003), President (2004-2005)  
 Department Director of Research  
 Department Personnel Committee  
 Department Mission Review Committee  
 Senior Faculty Liaison, Fourth Group  
 Faculty Representative, USAFA Cycling Team  
 NCAA Eligibility Committee, USAFA Rifle Team  
 USAFA Institutional Review Board -- Scientist Member  
 McDermott Research Award Selection Committee (Divisional Representative)  
 AFSOR/DF Research Award Selection Committee  
 Volunteer Coordinator, National Collegiate Cycling Association Championships  
 Advisor for 15 Management Majors

### **University of New Mexico**

Department Graduate Committee  
 Department Undergraduate Committee  
 A variety of other departmental committees

### **Marquette University**

Department Undergraduate Committee  
 Communication Student Club Advisor

### **University of Colorado**

Scholarship Advisor, Pi Kappa Phi Fraternity.

## **COMMUNITY SERVICE**

Board of Advisors, Department of Management, Colorado Technical University, Colorado Springs, Colorado.

Board of Advisors, SolutionPoint Software, Fort Wayne, Indiana.

American Legion: Member

Veterans of Foreign Wars: Member

High Plains Church: Annual Canvass Chair; Leadership Succession Team member.

Ruth Washburn Cooperative Nursery School: Library Committee, Annual Auction Committee.

Rockledge Ranch: Volunteer

Rockrimmon Elementary School: Volunteer

### **OTHER PROFESSIONAL EXPERIENCE**

Schneider Specialized Carriers, Sacramento, CA (1987-1989). Position: Regional Operations and Sales Manager

U. S. Army, (1982-1987). Selected Positions: Commanding General's Aide-de-Camp, Squadron Personnel Officer; Armor Company Executive Officer, Armor Platoon Leader.